

## Nexview is...

an operations improvement management consulting firm that helps clients leverage S&OP to drive results and continuous improvement.

## Sales & Operations Planning

### Organizational Alignment

### Profitability Optimization

### Business Performance Management

### Supply Chain Improvement

### Enabling Technology

### Training & Coaching

### Change Management

# Nexview Consulting - The 8 Levers for S&OP Excellence



## VISION

- Agreement on what S&OP is
- What S&OP will do for the company
- Defines scope of what will be managed through S&OP
- Defines business results from S&OP
- Could be 8-10 bullet point statements



## CHANGE MANAGEMENT

- Tangible and intangible methods
- Clear expectations
- Messages come from right levels
- Communicate the vision and how S&OP helps teams succeed
- Project management
- Maturity tracking system



## RESULTS MANAGEMENT

- Operational and financial KPIs
- KPIs layered within the org
- Baselines & evaluation methodologies
- Tracking tools and scorecards
- Finance validates
- Leadership owns and speaks to results



## ENABLING TECHNOLOGY

- Maintains the data structure to enable views at any level in the product hierarchy
- Analytics and scenario modeling
- S&OP rollout matched with technology capability
- Cloud-based systems are now becoming more cost effective and easier to implement

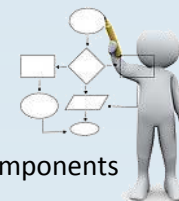
## SPONSORSHIP

- Executive leader for guidance, resources, and leadership among management team peer group
- Personally accountable for success
- Can come from several executive roles



## DESIGN

- No. and type of S&OP components matched to the business
- Aligned with your financial reporting structure and organization structure
- Regional vs. global
- Best practices are a guideline, tailor to your situation



## ORGANIZATIONAL ALIGNMENT

- S&OP meetings match the accountability structure
- Functional executive leaders sponsor their respective S&OP meetings
- Difficulties in aligning S&OP to the org design may indicate a need to re-examine the org structure



## REPORTS & TOOLS

- Reports are the Plan of Record (volume and currency versions)
- Have an accountable owner, but are stored in a central repository
- Interrelated quantities in appropriate time buckets at right level of detail and view for each S&OP meeting
- Some history, but the majority focuses on the planning horizon
- Highlight exceptions
- Other tools include action/decision logs, meeting charters, and meeting scorecards

